

# EL DORADO COUNTY

## Department of Social Services

Glenn Helland, Director  
Lois L. Patrick, Deputy Director  
3057 Briw Road  
Placerville, CA 95667  
Telephone (916) 642-7300  
FAX (916) 626-9060

### BRANCH OFFICE

971 Silver Dollar Ave.  
South Lake Tahoe, CA 96150-2600  
Telephone (916) 573-3200  
FAX (916) 541-2803

January 28, 1998

Mr. Curtis Howard  
California Department of Social Services  
744 P Street  
Sacramento, CA 95814

Dear Mr. Howard:

Please find the enclosed addendum to the El Dorado County CalWORKs plan. Having received communication from CDSS on 1/27/98, we are submitting this addendum to update areas of the plan that were either unclear or inaccurate. We have also included the newly communicated need for language that addresses grievance procedures by adding a new section to the plan. Should future demand for the CalWORKs plan create a need to reprint the document, this addendum will be placed on pages 52-55 as **ADDENDUM A**.

If we may be of further assistance in the clarification of the El Dorado County CalWORKs plan, please do not hesitate to contact Keith Light at (530) 642-7224.

Sincerely



Glenn Helland  
Director, Department of Social Services  
(530) 642-7275

cc: Michael B. Hanford, Chief Administrative Officer  
Dixie Foote, Clerk, El Dorado County Board of Supervisors  
Louis B. Greene, County Counsel  
Herb Whittaker, Legal Services of Northern California

**El Dorado County CalWORKs Plan**  
**Addendum A**  
**1/27/98**

The following sections of the El Dorado County CalWORKs plan (submitted 1/10/98) have been modified to read as follows:

**Page 11, Paragraph 6**

**7. Job Retention Services**

DSS will provide job retention services including job training services, case management services and mentoring services up to 12 months following discontinuance of assistance for employment. Supportive services will be limited to reimbursement for child care, and may continue up to 2 years following discontinuance of assistance for employment.

**Page 28, Paragraph 5**

The county believes that extension of the state advised exemption periods are generally not in the best interest of the recipient and will work to both expand child care resources and work with the participant to overcome individual barriers to participation in required activities within the shortest time possible. When infant care becomes sufficient to meet participant needs the exemption period may be reduced below the state recommended time period. Should El Dorado County decide to extend or reduce said exemption period, CDSS will be notified via an addendum to the CalWORKs Plan.

**Page 29, Paragraph 2**

An informing notice which includes the phone number for Choices for Children will be sent to all existing AFDC recipients telling them about the new CalWORKs child care system. All families currently receiving TCC will be referred to Choice for Children for enrollment into Stage 3 child care as soon after January 1, 1998 as possible.

Choices for Children will continue to have a presence at DSS during appraisal and job services in both the Placerville and South Lake Tahoe offices. As a result of the informational sessions provided by Choices for Children at appraisal and job services, El Dorado County expects that families will be better prepared for the transition from subsidized to unsubsidized child care when the family income increases beyond the family fee limits.

The community service plan will use existing work sites available in the county and currently being used for work project placement for General Assistance (GA) recipients and the work program sites currently available through the Sheriff Department for inmates. DSS will also contact the local Volunteer Center to coordinate sites necessary to meet community needs within the county. Finally, DSS will continue participation in the various Chambers of Commerce as a means to continuously identify work-experience opportunities and special community services work projects initiated by private businesses.

New sites will be developed by DSS Job Developers and will include the following:

**1. Public Sector Sites:**

DSS staff will coordinate with the County Human Resources Department to expand existing county work sites used for GA recipients for CalWORKs participants. Contact will be made with City, State and Federal agencies to develop new sites. In addition, contact with primary and elementary schools will be made using the criteria of placing parents within the school that their child attends. Placement will then be made to the school closest to the family home. Finally, staff will coordinate with GSJTA to develop sites held by individuals leaving the Summer Youth program.

**2. Non-Profit Organizations:**

DSS staff will work with non-profit and community based organizations to establish community service sites.

**3. Faith Community Sites:**

DSS staff will solicit sites available within the faith group communities.

**4. Service Groups and Organizations**

DSS will contact local service groups and organizations in order to identify ongoing projects that can be used as community service sites.

**5. AmeriCorps**

The El Dorado County Public Health Department administered an AmeriCorps grant through December of 1997 and has plans to continue the program in 1999. DSS staff will work with both Public Health and with the community colleges to ensure the continuance of AmeriCorps as a community service resource within El Dorado County.

**6. Sites Developed by CalWORKs participants**

DSS staff will encourage CalWORKs participants to identify appropriate community service sites.

At this time, DSS will act as lead agency in site development, contract negotiations, fiscal administration and case management. Work site supervision and the reporting of hours worked will be coordinated with actual work site agencies.

**Vendor Payments:**

Direct payment of cash aid will be substituted with vendor payments when the any of the following conditions apply:

1. The family has exceeded the 60 month TANF time limit
2. The family has been sanctioned for more than three consecutive months
3. The family has received more than two sanctions

Page 33, Paragraph 4

**B. COUNTY STANDARDS AND PROCEDURES**

CalWORKs participants will be encouraged to take full advantage of all welfare-to-work services, as those services will enhance their ability to become self-sufficient. Such services include domestic violence counseling and intervention.

Both of the Women's Centers in El Dorado County provide a full range of shelter, counseling, and legal services, and participants will be referred to these services when domestic violence is reported to or detected by the participant's Eligibility Worker or CalWORKs Case Manager. Participants will also be notified that certain CalWORKs requirements may be modified if those requirements would increase the risk of abuse to the caretaker relative or increase the risk of physical or emotional harm to the child. Based on these criteria, participants will be encouraged to self identify. Good cause for not participating in welfare-to-work requirements will be limited to those instances where participation would increase the risk of abuse to the caretaker relative or increase the risk of physical or emotional harm to the child.

Page 42, Paragraph 4

For those individuals leaving the program due to employment, El Dorado County will continue to offer job services for up to a twelve-month period following termination. Services include job service workshops to increase employability, case management services to prevent job quits and mentoring services to maintain motivation. While reimbursement for child care may continue up to 2 years following discontinuance of assistance for employment,

transportation and ancillary services will be provided only when there is risk of job loss, and only if funding permits.

**Page 48, Paragraph 5**

El Dorado County will implement the 18-month time limit for new applicants beginning January 1, 1998. The optional six-month extension will only be granted on a case-by-case basis when warranted by local economic conditions. DSS criteria for the application of an extension will be developed in concert with standard labor market information provided by EDD, and will include the individual participant's work history, skills, and employment patterns. Should across-the board criteria be developed, including a specific measure of the county's unemployment rate, this will be communicated to CDSS via an addendum to the CalWORKs Plan.

**Page 49, Paragraph 2**

Since the implementation of the GAIN program, DSS has worked cooperatively with the California Indian Manpower Consortium (CIMC) to ensure the referral of designated Native Americans to CIMC JOBS services. On June 26, 1997, DSS staff met with CIMC to review the Native Employment Works (NEW) program, implemented July 1, 1997. Although recent attempts to meet with the local Miwok Tribe at the Shingle Springs Rancheria have been unsuccessful, DSS will continue its efforts to establish dialogue with the Miwok Tribe.

**Add Page 51:**

**Section (r)**

**GRIEVANCE PROCEDURES:**

Until further notice, El Dorado County intends to use the current grievance procedures specified on pages 65-71 of its final GAIN Plan. Any change in this procedure will be communicated to CDSS via an addendum to the CalWORKs plan.

### XIII FORMAL GRIEVANCE PROCEDURES

#### CAUSE DETERMINATION

- A. The Employment and Training Worker must determine if there was good cause for any participant's failure or refusal to comply with any of the required program requirements:
1. Enter a contract.
  2. Participate in a program component that was agreed to in the basic contract.
  3. Accept a job offer or job referral.
- B. The participant must be given a written notice of an appointment to discuss the situation within 10 working days of such failure or refusal to comply with program requirements. The notice must include the following:
1. The purpose of the appointment is to determine if good cause exists for the client's failure or refusal to comply.
  2. The program requirement that the client failed to meet.
  3. The client's right to explain why the requirement wasn't met.
  4. Consequences of failing to keep the appointment.
  5. Explanation as to what may constitute good cause.
  6. The client's right to formal conciliation, not to exceed 30 days, if it is determined that there was not good cause for failure to meet program requirements and informal steps to resolve the issue were unsuccessful.
  7. Proposed conciliation plan stating the terms under which the participant may continue with the program and end the conciliation process.
  8. The client's right to offer a counter proposal.
  9. The names/addresses of legal services and the welfare rights office. (Until such time as El Dorado County has a Welfare Rights organization, only legal services will be entered.)
  10. Consequences of failing to resolve the dispute during the formal conciliation process.
- C. The client's rights and responsibilities must be reviewed during the interview.
- D. The interview may be rescheduled if the individual contacts the worker prior to the interview. Only two rescheduling appointments will be permitted.
1. Telephone interviews will be permitted to make a cause determination.
  2. If a client does not keep a scheduled appointment and doesn't notify the Worker, cause determination will be based on available information.

- E. If the Employment and Training Worker determines that the participant had good cause for failing or refusing to comply with program requirements, the Worker shall:
1. Determine if the dispute has been resolved and if the individual can resume participation.
  2. Arrange for additional supportive services, if needed, for the client to resume participation.
  3. Determine if the client's participation in another program component would be more appropriate.
  4. Determine if a temporary deferral is appropriate.
  5. Amend the individual's contract if necessary.
- F. If the Employment and Training Worker determines that good cause did not exist for the client's failure or refusal to comply with program requirements, informal conciliation shall be conducted.

#### INFORMAL CONCILIATION

- A. The client shall have the right to discuss the cause determination with an E&T Supervisor either in person or by phone.
1. Persons relevant to the client's noncompliance may be involved.
  2. Informal conciliation should take place within 5 working days, and not to exceed 10 working days, of the initial determination.

#### FORMAL CONCILIATION

- A. The client has the right to a formal conciliation immediately following unsuccessful informal conciliation and not later than 10 working days following the initial cause determination.
- B. The Employment and Training Worker's proposed conciliation plan and the participant's counter proposal shall be used in the conciliation process.
1. The client has the right to meet with the Employment and Training Worker and a Supervisor in an attempt to resolve the problem which led to the participant's non-compliance.
- C. The formal conciliation period cannot exceed 30 calendar days.
1. The client has the right to terminate formal conciliation prior to the 30 day period if he/she believes that the dispute cannot be resolved. This must be done by written request.

2. The Employment and Training Worker has the right to terminate formal conciliation prior to the 30 day period if the client refuses to meet the conditions of the conciliation plan.
- D. It is the responsibility of the Employment and Training Worker to notify a client in writing when a conciliation plan has been successful completed.
  - E. If a conflict is not resolved through the formal conciliation process, the following shall take place.
    1. For the first instance of noncompliance, money management will be applied.
    2. For the second instance of noncompliance, financial sanctions will be applied.
  - F. Financial sanctions shall not be applied to voluntary participants. If an individual fails or refuses to comply with program requirements without good cause, a six month period of ineligibility in the program will be applied.

#### FORMAL GRIEVANCE (COUNTY WELFARE DEPARTMENT)

- A. The procedures for filing a formal grievance (established by the Unemployment Insurance Code, section 53021) are the same as required for good cause determination and formal conciliation.
  1. The formal grievance process cannot exceed 30 calendar days.
  2. Only clients who continue to participate under the terms of their contract shall have the right to file a formal grievance under the Unemployment Insurance Code.
  3. No money management or sanctions will be applied.

#### FORMAL GRIEVANCE (BOARD OF SUPERVISORS)

- A. The participant shall have the right to file a formal grievance with the Clerk of the Board of Supervisors if:
  1. A participant disagrees with a requirement in his/her contract.
  2. A participant believes that a requirement or assignment should not be allowed in the program.
- B. The Hearing Officer for such grievances will be the Department's Assistant Director or designee.
- C. The request must be made within 60 days of the action for which the hearing is being requested.



- D. The Department's Assistant Director or designee shall have the responsibility of providing the client with a written statement, prior to the hearing, declaring the Department's position and the basis for that position.
- E. The client has the right to present his/her own case, appoint an attorney or any individual or organization to act as an authorized representative during the hearing process.
  - 1. Relevant documents or information shall be made available to the client prior to the hearing.
  - 2. The County shall make a complete text of the hearing available to the client on tape, if so requested.
- F. The client shall be provided with a written decision containing specific findings of fact and conclusion of law.
  - 1. The participant shall be informed of his/her right to file an appeal through the State hearing process.

#### INDEPENDENT ASSESSMENT

- A. If the participant and Vocational Counselor do not agree on the development of an employment plan after the initial assessment, a third party assessment will be made.
  - 1. The Third Party Assessor will be an independent, impartial individual not connected with CWD. The State Department of Social Services will provide CWD with a list of Third Party Assessors.
  - 2. The Vocational Counselor will make the request for the assessment by phone followed by a written request.
- B. The Third Party Assessor will review the assessment, employment plan, and any additional information requested.
- C. A written decision shall be provided to the Vocational Counselor and the participant within 15 days of the telephone request. The decision shall include:
  - 1. A statement of the areas of disagreement.
  - 2. Summary of all relevant information.
  - 3. The Third Party Assessor's conclusions.
  - 4. A decision on the appropriate occupational field for the participant.
- D. The Third Party Assessor's decision is binding.

#### MONEY MANAGEMENT

- A. When a mandatory participant fails or refuses to meet program requirements for the first time without good cause and informal and formal conciliation have failed, money management shall be applied.

- B. CWD will arrange for a substitute payee outside the participant's assistance unit and/or arrange for vendor payments.
1. The client may be allowed to name a substitute payee if the County is unable to arrange for one.
  2. The County must ensure that no conflict of interest exists if an agency payee is used.
  3. The County may contract with outside parties to assist with money management.
- C. Money Management shall begin on the first of the month following the end of formal conciliation.
- D. CWD shall provide the client with at least 10 days notification of the plan to begin money management.
1. If 10 day notice before the first of the month following the end of formal conciliation is not possible, money management shall begin with the next grant installment.
- E. Money management shall last for a 3 month period but may be terminated sooner if:
1. An agreement is reached by CWD and the participant regarding the individual's participation.
  2. The participant complies with the program requirements.
- F. Failure by an individual to comply with program requirements by the end of the 3 month money management period or non-compliance with an agreement made during that period, will result in financial sanctions being imposed.

#### FINANCIAL SANCTION

- A. If a mandatory participant fails or refuses to meet program requirements without good cause, financial sanctions shall be applied if:
1. The participant has not complied by the end of the money management period.
  2. The participant did not meet a program requirement for a second or subsequent time and the problem was not resolved through informal and formal conciliation.
  3. The participant agrees to participate during the money management period and fails to do so.
- B. The first sanction period shall last for 3 months. Any subsequent sanction periods shall last for 6 months.
- C. Aid shall be discontinued effective the last day of the month following timely notifications by CWD when the individual who failed or refused to participate is:

1. A caretaker relative who is not the principal wage earner, his/her aid shall be discontinued and aid will be continued to the rest of the family unit. A protective payee may be appointed by CWD.
  2. One of several eligible children in the assistant unit, aid shall be discontinued for that child only and the rest of the family will continue to receive aid.
  3. The only eligible child in the assistance unit, aid shall be discontinued for the entire family.
  4. The principal wage earner, aid shall be discontinued to all family members whose only deprivation is based on that parent's unemployment.
- D. The participant has the right to appeal the sanction through the State hearing process.
1. No sanction will be imposed until there is a hearing decision, if the request is made within the allowed period of time.
  2. If the Department's position is upheld, discontinuance shall be effective at the end of the payment month in which the hearing is received. If this is not possible, aid shall be discontinued at the end of the following payment month. Timely notice is not required following either payment month or hearing decision.
- E. Aid shall be restored in the following situations:
1. A sanction period expires and the individual applies for aid, is eligible, and registers with GAIN as required.
  2. It is determined through a State hearing or either of the formal grievance procedures that a sanction should be rescinded.
- F. Financial sanctions shall not be applied to voluntary participants. If an individual fails or refuses to comply with program requirements without good cause, a six month period of ineligibility in the program will be applied.

#### STATE HEARING

- A. The Employment and Training Worker shall provide the applicant with a thorough explanation of the right to request a hearing as an alternative to the formal grievance procedures and shall provide the applicant with a written explanation of the process at the time of application.
- B. A State hearing is available to individuals who believe that any program requirement or assignment should not be allowed under the program or is in violation of the contract.
- C. A request for a hearing may be either written or oral and must identify the reason for dissatisfaction.
  1. The request must be made within 30 days of the action

1. The request must be made within 30 days of the action for which the hearing is being requested.
  2. If a 10 day notice was given, the request must be made within 10 days of receipt of the Notice of Action or benefits will be reduced or discontinued as proposed by DPSS.
- D. The same State hearing procedures that are used for the AFDC program will be followed, per GAIN regulations. The statement of Proposed County Action will be reviewed by GAIN administrative staff prior to the hearing.
- E. The hearing shall be conducted by State Hearing staff, with the CWD represented by an individual from the Department's Appeals Unit.
- F. Pending the hearing decision, aid shall continue at the current level, rather than the level proposed by the Department, if the individual appealed through the State hearing process within the period of timely notifications.
1. Decisions which rule against the proposed Department action, benefits will continue at the current level of entitlement.
  2. Decisions which support the proposed Department action will be effective the next benefit month.
- G. Any individual may appeal the administrative hearing decision if he/she disagrees with the results of the state hearing.

EL DORADO COUNTY  
DEPARTMENT OF SOCIAL SERVICES

MEMORANDUM

DATE: January 8, 1998

TO: California Department of Social Services  
Tom Burke

FROM: Louise Rozowski, Executive Secretary

SUBJECT: CALWORKS Plan

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Enclosed please find the CALWORKS Plan from El Dorado County.

Any questions, please call (530) 642-7271.

# **CALWORKS PLAN**

## **EL DORADO COUNTY**

**PREPARED BY:**

**EL DORADO COUNTY  
DEPARTMENT OF SOCIAL SERVICES**

This plan is submitted pursuant to Section 10531 of the Welfare and Institutions Code  
required by The Welfare to Work Act of 1997, AB 1542.  
January 10, 1998

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## **EXECUTIVE SUMMARY**

On August 22, 1996, President Clinton signed Welfare Reform (the Personal Responsibility and Work Opportunity Reconciliation Act) into federal law. This new act introduced Temporary Assistance to Needy Families (TANF) with time-limited benefits and expanded work requirements.

On August 11, 1997, Governor Wilson signed AB 1542. Known as California Work Opportunity and Responsibility to Kids (CalWORKs) AB 1542 implements Welfare Reform in California and replaces both the Aid to Families with Dependent Children (AFDC) and the Greater Avenues for Independence (GAIN) programs.

### ***CalWORKs STATUTORY GOALS***

The major program goals and objectives of CalWORKs are: reducing child poverty; reducing dependence of needy parents on government benefits by promoting job preparation, work, marriage; reducing out-of-wedlock births and encouraging the formation and maintenance of two-parent families.

### ***DEPARTMENT OF SOCIAL SERVICES MISSION***

The mission of the El Dorado County Department of Social Services (DSS) is to help people in social or economic crisis increase their ability to become as self-sufficient as possible. DSS is dedicated to promoting an environment that is based on integrity, trust, compassion, creativity and mutual respect.

### ***JOB ONE***

Under the provisions of CalWORKs, each county must develop a Welfare-to-Work plan that outlines various programs and activities that will lead applicants and recipients to self-sufficiency.

It was the intent of the state legislature that each county would design programs that are appropriate to the needs of their individual communities. The El Dorado Welfare-to-Work plan is part of a larger countywide strategy called JOB ONE.

During the past year, El Dorado County has been working on several Welfare Reform and employment related initiatives: the Department of Social Services was planning for Welfare Reform; the County Office of Education prepared an application for a School-to-Career grant; International Billing Services (IBS), the largest private employer in the county, wanted to take a leadership role in working with business for Welfare Reform; and, Golden Sierra Job Training Agency was starting to plan for implementation of the anticipated federal legislation on Work Force Development.

Early on, the participants of the various initiatives realized that the limited resources in both the public and private sectors must be maximized in order to realize the greatest potential for the county. This led to the creation of a new organization that merges all of the major initiatives



mentioned above into a single integrated group. JOB ONE, (the name of the original IBS program) will work in collaboration to design and deliver comprehensive, integrated and effective employment and training services to any citizen or employer in the county, not just welfare reform participants.

JOB ONE will promote employment, job creation and job retention services while providing a consistent message of self-reliance to participants. JOB ONE is well on its way to creating new partnerships among government agencies, educational institutions, training providers, economic development organizations, community-based organizations, business and labor to serve the entire county.

### ***PROGRAM OBJECTIVES***

The CalWORKs program will contain the following major program elements and objectives:

- Create partnerships among all appropriate agencies, institutions, business and labor to support the local Welfare-to-Work initiative.
- Establish individualized case management as the core of the service delivery system.
- Develop and promote front-end diversion and supportive services to reduce reliance on government benefits and prevent applicants from becoming long-term recipients.
- Reduce the number of families dependent on public assistance by providing a wide range of opportunities to allow participants to obtain employment that will lead to self-sufficiency.
- Emphasize that individuals receiving CalWORKs must meet work participation requirements for a specified number of hours per week.
- Emphasize immediate employment rather than enhancing employment skills through additional education or training.
- Increase employment and income by encouraging full-time, part-time or entry-level jobs, which facilitate the acquisition of good work habits and job skills.
- Design education or training that is generally short-term and designed to prepare a participant for basic entry level employment. The participant must need the education or training in order to be employable.
- Emphasize lifelong education as a path to self-sufficiency. Employable participants will be encouraged to pursue such goals on his/her own such as taking classes at night.
- Develop and deliver employment retention services after public assistance ceases.

- Work with the local Child Care Planning Council to expand the availability of quality child care in El Dorado County.

## SECTION (a)

### COLLABORATION WITH PUBLIC AND PRIVATE AGENCIES TO PROVIDE TRAINING AND SUPPORTIVE SERVICES

*Briefly describe how the county will work with other public and private agencies to provide necessary training and support services. This section should include, at a minimum, a list of the necessary training and support services and the public and/or private agencies which will provide those services. [References: Education Code Section 10200 and WIC Section 10531(a)]*

*Does your county have a Refugee Employment Services Plan?*

#### A. REFUGEE SERVICES

El Dorado County does not administer a Refugee Employment Services Program due to the small number of refugees in the county.

#### B. COLLABORATION WITH PUBLIC AND PRIVATE AGENCIES

DSS has traditionally coordinated services with Golden Sierra Job Training Agency (GSJTA), Employment Development Department (EDD) and the Central Sierra Regional Occupation Program (ROP) to deliver the best possible training, short-term education and job placement services for AFDC recipients. Current discussions with GSJTA and EDD are focused on the need to coordinate Workforce Development projects.

DSS has also collaborated with the El Dorado Transportation Commission and the El Dorado Transit Authority in order to establish reliable transportation services. This collaboration includes the placement of DSS staff members on key transit advisory committees.

DSS has worked closely with both Choices for Children and the County Office of Education to develop quality child care services. This includes full utilization of the resource and referral services offered by Choices for Children and the assignment of DSS staff to the local child care planning council. DSS is also an active participant in the Interagency Coordinating Board of the Children and Families Network. ICB's mission is to coordinate services in order to enhance the safety and well-being of children and their families.

Collaboration with local community colleges is underway to ensure compliance with CalWORKs requirements. In concert with DSS, each community college is in the process of identifying curricula that will lead to employment within the local labor market. Los Rios Community College District (which includes American River College, Cosumnes River College and Sacramento City College), Lake Tahoe Community College (LTCC) and Sierra College are currently developing short-term instructional training that is designed to

move welfare recipients into employment opportunities.

All agencies responsible for the design of education and training programs have agreed to use the Secretary's Commission on Achieving Necessary Skills (SCANS) model. This model will provide foundations in basic skills (reading, writing, arithmetic, listening, speaking); thinking skills (creative thinking, decision making, problem solving, seeing things in the mind's eye, knowing how to learn, reasoning); and personal qualities (responsibility, self-esteem, sociability, self-management, integrity and honesty).

The SCANS model will provide desired competency levels in resource identification (time, money, material and facilities, human resources); interpersonal skills (participates as a team member, teaches others new skills, serves clients, negotiates, works with diversity); processing of information (acquires and evaluates information, organizes and maintains information, interprets and communicates information, uses computers to process information); systems (understands systems, monitors and corrects performance, improves or designs systems); and technology (selects technology, applies technology to task, maintains and troubleshoots equipment.)

In South Lake Tahoe, DSS staff have collaborated with Harrah's of Lake Tahoe and with Harvey's Resort and Casino to develop a Welfare-to-Work job training model specifically designed to prepare CalWORKs participants for employment within the casino and other hospitality environments. Currently, DSS staff are testing the program for effectiveness. This model may eventually be turned over to LTCC for future expansion into their Hospitality Services Training Program.

In Placerville, DSS staff have collaborated with Cosumnes River College – El Dorado Center (CRC-EDC) to design a job preparation workshop. Under the instruction of a college instructor, DSS staff is presenting various workshops designed to prepare CalWORKs participants for the employment environment. At this time the pilot is offered at the DSS facility in Placerville. In the future the workshops will be offered both at the college and DSS sites in order to help build CalWORKs capacity. Eventually the workshop will be moved to the college preferred site. For further discussion of training programs, please see Section (d).

Recently JOB ONE was created to address training and support services needs within the county. Comprised of public agencies, private employers, non-profit groups and the faith community, JOB ONE's expressed goal is to produce one stop career and resource centers which will serve CalWORKs, General Assistance, Food Stamp, GSJTA, EDD, ROP, Choices for Children, and community college clients, as well as participants from the general community. At present, JOB ONE has developed specific plans for a one-stop resource center in Placerville and is working on plans for a similar center in South Lake Tahoe.

JOB ONE's design includes an Executive Council, a Board of Directors, and seven committee/workgroups. Each workgroup is looking at the duplicated services to determine what areas are mandatory and which pieces must be delivered by the mandated agency. All duplicated services not separately mandated to a specific agency will be consolidated and be given to the agency which can provide the service most efficiently and economically. Following are the seven committees and the agencies that participate in the process for planning and identification of services.

**1. Curriculum Development:**

The main charge of this committee is to identify currently available curricula within partnering agencies, assure that each meets SCANS criteria, and to develop a marketing strategy for implementation.

**a. Members**

- El Dorado County Office of Education – chair (public)
- El Dorado Builders Exchange - co-chair (private)
- Central Sierra Regional Occupations Program - co-chair (public)
- Golden Sierra Job Training Agency (public)
- El Dorado County Department of Social Services (public)
- Tahoe Youth and Family Services (non-profit)
- El Dorado County Probation Department (public)
- Social Security Administration (public)

**2. Economic Development**

The main charge of this committee is to create job opportunities for participating agencies and to develop a marketing plan for implementation.

**a. Members**

- Pacific Gas and Electric – chair (private)
- District II Board of Supervisor –co-chair (public)
- El Dorado Department of Social Services – co-chair (public)
- El Dorado County Chamber of Commerce (non-profit)
- Mother Lode Rehabilitation Enterprises (MORE) (non-profit)
- Rural Affairs Liaison – Governors Office (public)
- The Mansour Company (private)
- Golden Sierra Job Training Agency (public)
- Sierra Economic Development District (non-profit)
- Kanellis Accounting Service (private)
- Marketing for Professionals, Inc. (private)
- Tammi, Tammi, and Prod'hon, CPA's (private)

**3. Funding, Legal, Assessment, Regulatory, Evaluation (FLARE)**

The main charge of this committee is to identify funding and legal resources; and to develop accounting, regulatory and evaluation systems.

**a. Members**

- El Dorado County Department of Social Services - chair (public)
- El Dorado County Office of Education – co-chair (public)
- El Dorado County Community Services (public)
- Choices for Children (non-profit)
- El Dorado County Mental Health (public)
- El Dorado County Public Health (public)
- El Dorado County Transportation Commission (public)
- Golden Sierra Job Training Agency (public)
- Employment Development Department (public)
- El Dorado Transit (public)
- Foster Parent Association (non-profit)
- El Dorado Union High School District (public)
- Tammi, Tammi and Prod'hon (private)
- Sierra Economic Development District (non-profit)
- American Red Cross (non-profit)
- Private Industry Council (non-profit)
- District V Board of Supervisor (public)

**4. Intake and Ongoing Assessments**

The main charge of this committee is to design an intake and assessment process, which can be used by participating agencies.

**a. Members**

- El Dorado County Department of Social Services – chair (public)
- Department of Rehabilitation – co-chair (public)
- El Dorado Council on Alcoholism Lifeskills (non-profit)
- El Dorado County Head Start (public)
- Marshall Hospital (private)
- Golden Sierra Job Training Agency (public)

**5. Marketing and Public Relations**

The main charge of this committee is to develop marketing strategies via press releases, recruitment brochure and a speaker's bureau.

**a. Members**

- Sacramento County Sheriff Department/Cameron Park CSD – chair (public)

- The Carlton Company – co-chair (private)
- El Dorado County Chamber of Commerce - co-chair (non-profit)
- Mediation Professionals - co-chair (private)
- Progress House (private)
- El Dorado County Department of Social Services (public)
- Shingle Springs/Cameron Park Chamber of Commerce (non-profit)
- Employment Development Department (public)
- Superior Court Judge (public)
- El Dorado County Office of Education (public)
- International Billing Services (private)
- Neal & Associates (private)
- Cosumnes River College, El Dorado Center – (public)
- Harrah's of Lake Tahoe – (private)

#### **6. Support Services Development**

The main charge of this committee is to identify barriers and gaps in service and to develop and coordinate implementation of volunteer and mentoring programs to provide support to potential employees.

##### **a. Members**

- El Dorado County Department of Social Services - chair (public)
- El Dorado County Office of Education - co-chair (public)
- El Dorado County Public Health (public)
- International Billing Services (private)
- Transportation Commission (public)
- Calvary Bible Church (faith community)
- Family Connections (non-profit)
- Choices for Children (non-profit)
- Green Thumb (public)
- Golden Sierra Job Training Agency (public)
- El Dorado Women's Center (non-profit)
- Child Care Planning Council (public & private)
- El Dorado Transit (public)
- Mother Lode Rehabilitation Enterprises (non-profit)

#### **7. Training and Education**

The main charge of this committee is to identify key components and services to be included in a Resource Center, assure no duplication of services, and to create a training model for the mentoring program.

**a. Members**

- Blue Ribbon Temporary Personnel Services – chair (private)
- El Dorado County Department of Social Services (public)
- El Dorado County Office of Education (public)
- Lake Tahoe Community College (public)
- California Conservation Corps (public)
- International Billing Services (private)
- El Dorado Women's Center (non-profit)

**C. SUPPORTIVE SERVICES**

Currently identified supportive services include the following:

**1. Child Care**

DSS has maintained a long-standing cooperative partnership with the local child care community. Staff attends monthly meetings with the Local Child Care Planning Council, Partnerships for Young Children. Whenever DSS meets with other agencies to discuss the needs of children, the local resource and referral agency (Choices for Children) and Office of Education Child Care are invited to participate.

Because of this cooperative partnership and the shared interest in quality child care DSS is looking to contract-out Stage 1 child care to Choices for Children, which currently acts as the county Alternative Payment Program (APP), administering Stage 2 child care services. In doing so, the county hopes to achieve a more seamless child care system. Choices for Children and Office of Education will continue to provide Stage 3 child care services.

El Dorado County has received a grant to establish a pilot project to train recipients to become child care providers. Through this pilot DSS and collaborating agencies will help meet the demands of available child care in the county, especially infant care and non-traditional work hours care. Currently, we are developing the process of screening, referral and training. Choices for Children will be the primary provider of training services, providing group information services and mentoring services. However, DSS is coordinating with Cosumnes River College and Lake Tahoe Community College to provide the Health and Safety pieces of the training and in developing a training track for those participants who complete the pilot training and are interested in pursuing licensed care status.

**2. Transportation**

El Dorado County continues to experience limitations in regard to the availability of public transportation. The county will continue to offer



transportation reimbursement services and will continue to coordinate efforts with available service providers. DSS will continue its efforts to out-station staff to provide easier client access.

**3. Ancillary**

El Dorado County will continue to provide reimbursements for ancillary expenses related to employment.

**4. Mentoring Services**

As a newly identified supportive services need, El Dorado County, through JOB ONE, may offer mentoring services for individuals who participate in the JOB ONE Resource Center and that need one-on-one assistance from individuals experienced in the working environment.

**5. Counseling Services**

El Dorado County will align resources with other agencies to assure that CalWORKs participants receive counseling and/or emotional support to remove potential or existing barriers to employment. This would include services aimed at improving family functioning and safety, such as those coordinated through the Children's and Families network, and through parenting classes. In addition, DSS currently has both a rehabilitation component and a disability component in place as well as a close working relationship with the Department of Rehabilitation.

**6. Housing Services**

In collaboration with the HUD self-sufficiency program, El Dorado County will align services to assure that qualified individuals receive available housing assistance to avoid homelessness as a barrier to employment.

**7. Job Retention Services**

DSS will provide job retention services including job training services, case management services and mentoring services up to 12 months following discontinuance of assistance for employment. Supportive services will be limited to reimbursement for child care. Optional services will include transportation and ancillary only if available funding permits.

## SECTION (b)

### PARTNERSHIPS WITH THE PRIVATE SECTOR TO IDENTIFY JOBS

*Describe the county's partnerships with the private sector, including employers, employer associations, the faith community, and central labor councils, and how those partnerships will identify jobs for CalWORKs program recipients. [Reference: WIC Section 10531(b)]*

El Dorado County has established both formal and informal relationships with the private sector. These relationships include participation in the El Dorado County Chamber of Commerce, participation in the JOB ONE effort, and the ongoing activities of two job developers. The Director of DSS also participates in the local Private Industry Council (PIC) as an alternate to the main representative for Social Services. The Golden Sierra PIC covers the five counties of Alpine, El Dorado, Nevada, Placer and Sierra.

#### A. CHAMBER OF COMMERCE/ECONOMIC DEVELOPMENT

As a member in good standing of the El Dorado County Chamber of Commerce the county is represented on the Economic Development Council and has taken a lead role in organizing such events as Small Business Week. The JOB ONE Economic Development Committee meeting is a standing agenda item at the monthly meeting of the Economic Development Council. In this forum, DSS is working with local businesses and lending institutions to establish jobs for CalWORKs participants. These include:

##### 1. **Members**

- a. District II Board of Supervisor – co-chair
- b. Pacific Gas and Electric – co-chair
- c. El Dorado County Department of Social Services – co-chair
- d. El Dorado County Chamber of Commerce
- e. Mother Lode Rehabilitation Enterprises
- f. Rural Affairs Liaison
- g. The Mansour Company
- h. Golden Sierra Job Training Agency
- i. Sierra Economic Development District
- j. Kanellis Accounting Services
- k. Gold Country Retirement Community
- l. Marketing for Professionals, Inc.
- m. Service Corps of Retired Executives Association (SCORE)
- n. Sierra Economic Development District
- o. Tammi, Tammi and Prod'hon, CPA's
- p. Union Bank of California

**B. JOB DEVELOPMENT**

One outcome of the JOB ONE Resource Center is to reduce duplicative job development efforts between DSS, EDD, GSJTA and other employment and training agencies. Currently, DSS employs two job developers and is engaged in the following job development activities:

**1. Job Creation**

DSS is actively pursuing agreements with local employers to hire qualified CalWORKs participants. Informal agreements exist with several of the county's largest employers. These employers include:

- Fortune 800
- Harrah's of Lake Tahoe
- Harvey's Resort and Casino
- International Billing Services

**2. Individual Placements**

In addition to direct employer contact, Job Development is also pursued for individual CalWORKs participants through EDD and various placement agencies. Placement agencies that DSS is working with include:

- AMPRA Partners 'n Personnel
- Blue Ribbon Temporary and Personnel Services
- Manpower
- PDQ Personnel
- VOLT Services Group
- Private Industry Council

**C. PRIVATE INDUSTRY COUNCIL**

The Director of DSS serves as an alternate on the PIC board. Additionally, several members of the PIC board are active participants in the JOB ONE effort.

**D. FAITH COMMUNITY**

DSS coordinates with the faith community through participation in JOB ONE.